

BECOMING THE BEST RESOURCE CONSENT PROCESSOR IN NZ: Otago Regional Council



<http://www.orc.govt.nz>

The flow tools ViAGO helped us with, have been massive. Sometimes, going back to basics to solve complexity is a wonderful thing. In summary, VISIBILITY is what does it for us.

Fraser McRae, Director Policy Planning & Resource Management

Marian Weaver, Resource Manager
Procedures and Protocols

Chris Shaw, Resource Consents Manager

Industry Background

ORC is an organisation serving the regional OTAGO entities who pay a "rate" for the provision of services.

As part of that service, various consent applications are made and these are processed following a "20 working day" completion rule within the Resource Management Act.

ORC also serves other entities and a significant amount of planning and project execution is required.

Challenges

Resource Consenting: the challenge is to prepare a consent within the 20 statutory days.

There are many jobs in progress, which means priorities can be difficult to manage. Consent processing requires support from other teams, but they have their own priorities. The working environment is highly interruptive. Because of the pressure, it is hard for people to have leave when they want it. There are spikes in demand out of our control. If we outsource, it is expensive and often takes too long.

Planning with other entities:

Clarity was the big issue. How to generate thought and communicate thought with other stakeholders.

How Product/Service Helped

Resource Consenting:

We have a visible flow mechanism, such that we can see where people are overloaded and where stoppages are occurring. We have changed process so it makes jobs harder to stop once started. Our remote offices are more connected to our main office.

Planning with other Entities:

We did training in problem solving, the generation of win/win solutions and creation of implementation plans. Not only did we train, we also practiced until we had better and better fluency.

Results, Return on Investment and Future Plans

Resource Consenting:

We have more jobs being completed over less time. That is a very good win for us.

Planning with other Entities:

The clarity increase has been massive. There is a lot clearer thought and solution generation in a complex environment that is clearer and way more superior than what it was.

Our planning and forward thinking became clearer once we had a process to work in. That process was challenging, but well worthwhile. Without it, our planning would be cumbersome and slow.

Jane Turnbull, Transport Policy, ORC